



the  
co-operative  
college

## An invitation...

Find out more about how the Co-operative College can help you. Please contact:

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# Learning for Co-operative Directors, Executives and Managers 2012



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## An Innovative Learning Partnership

**2** 012, the International Year of Co-operatives, is a once in a lifetime opportunity for the global co-operative movement and your co-operative. IYC will form the basis for the growth of co-operatives over the next decade as they take advantage of the growth in new models of co-operatives; the opportunities offered by the public sector reform agenda and the structural changes resulting from the ongoing economic situation. The Co-operative College is now working with co-operatives and peak bodies across the world helping them to seize this opportunity. A critical success factor will be the level at which directors, managers and staff can effectively communicate the co-operative message to members, potential members, other stakeholders and the public. Our unique programme for 2012 is designed to enable co-operatives to prepare their business and their people to build a great co-operative future and we invite you to be part of it.

**Our mission:**  
*'to put education at the heart of co-operation and co-operation at the heart of education.'*

### Strategic mission

The College's strategic mission is **"to put education at the heart of**

**co-operation and co-operation at the heart of education".** We aim to enable clients' businesses to grow and make a greater contribution to the lives of their members, employees and communities. We would like to work with you to help you and your employees to gain the market advantage that co-operation provides across the globe.

**"The day the Co-operative College conducted their course for the board and executive was the day Capricorn changed forever."**

Colin Heavyside, Chairman,  
Capricorn

### Innovative learning partnership

Since 2005 the Co-operative College has been a part of an innovative learning partnership with key co-operative apex bodies in Australia and New Zealand. The partnership aims to build a greater awareness of co-operatives, our co-operative heritage, our values and principles and how they differentiate modern co-operative businesses. The partnership offers a different kind of learning to a different kind of business be it an

automotive, agricultural, dairy, housing, healthcare, service, supply, consumer or retail co-operative or credit union. All of the College's work can be customised to meet the needs of individual co-operative businesses. The Co-operative College is an independent educational charity established in 1919 by the co-operative movement. It provides education, consultancy and advisory services; protects the heritage of the co-operative movement; develops new forms of co-operative enterprise; and undertakes world-class research engaging in the development of new waves of co-operatives as the result of greater confidence in co-operative possibilities and the worldwide public sector reform agenda and economic situation.

### International work

The Co-operative College works in more than 30 countries across the globe including in Africa, Asia, Europe and Oceania. Our recent programmes include helping co-operative colleges in eight African countries to reform and restructure, preparing feasibility studies for co-operative education, and new

**"The workshop led the board and key senior management to discover a new level of value in the co-operative."**

Ian MacAulay, past Chairman,  
Murray Goulburn

colleges, in three countries as well as working with co-operative businesses across the globe. Our services have included business reform, staff development, curriculum review, and training in modern learning methods.

**The Co-operative College has developed five key areas of work:**

- **Developing members and managers.**
- **Working with co-operatives globally.**
- **Learning from our heritage.**
- **Working with schools and young people.**
- **Research on the co-operative sector.**

Today, the College works with major co-operatives across the globe delivering programmes to help individuals and groups achieve the level of skill and understanding needed to translate co-operative principles into effective practice. We have a broad range of partnerships supporting our work with organisations that include NGOs, colleges, universities and other training providers around the world and we are always building new partnerships with them to help build successful co-operative and mutual businesses.

**The Co-operative College is an independent educational charity established in 1919**



# The work of the Co-operative College

## Researching co-operatives

In recent decades co-operatives have been neglected as a subject of academic research; now the College research team is changing this. Through collaboration with universities in the UK and globally the College has organised international academic conferences and generated important publications designed to be of practical help to co-operatives.

The College provides advice on changes to co-operative law and policy particularly in the area of co-operative governance assisting co-operatives to follow good corporate governance practice. The College has produced the only comprehensive guide to the ILO recommendation 193 on the promotion of co-operatives, the

global template for co-operative governance.

We undertake comprehensive reviews of the co-operative sector in several countries and territories. With our global experience, we can apply the latest knowledge to provide tailor-made advice to co-operatives.

## Learning from our heritage

The Co-operative College is the custodian of the Rochdale Pioneers Museum that inspires the global co-operative movement. We are also responsible for the unique co-operative archive, which holds many documents from Robert Owen onwards. We are currently pursuing a major renovation at the Rochdale Pioneers Museum, creating a museum fit for the 21<sup>st</sup> century.

## New forms of co-operative enterprise

The College assists in the development of new forms of co-operative enterprise, such as football supporters' trusts, foundation hospital trusts and co-operative schools. We believe that the co-operative model can benefit

*The Co-operative College is at the forefront of the development of the co-operative schools initiative in the UK*

*We are custodians of the Rochdale Pioneers Museum that inspires the global co-operative movement*

virtually any area of the economy or society.



tailor-made approach to the provision of education. We operate on the principle that our specialists come to you – we do not expect you to come to us. We do not deliver a standard programme, preferring to agree tailored programmes such as the provision of training to Board Members of The Co-operative Group, a £15 billion business in the UK. At the other end of the spectrum, we are involved in providing training for smallholder tea farmers in Kenya. Such diverse groups require very different education programmes.



## Work with young people

Encouraging the next generation of co-operators is a vital task for us and the College is at the forefront of the development of the co-operative schools initiative in the UK and has developed an attractive programme to encourage young people to form co-operatives.

## Co-operative education

We provide a flexible outreach model of education recognising that different co-operative businesses in different countries require a

*“The Co-operative College is a vital link to co-operatives worldwide and gives us a great sense of being part of the world wide movement. The College programs have been used by our co-operative and many others in Australia to give values and principles guidance to members and co-operative directors.”*

Richard O'Leary, CEO, Macleay Regional Co-operative





## Understanding the Power of Co-operative Identity

**W**e want to work with you to design and develop workshops that fit your co-operative. Alternatively, workshops can be organised via your peak body. In both cases events can be delivered at your chosen location and will be facilitated by experienced and qualified co-operators who have had experience as managers, members or elected officials. The workshops use an active learning approach engaging participants and examining live issues that are relevant to your business. Each workshop culminates in an action planning session so that participants can return to the business ready to implement their learning and make an immediate difference to your success. Facilitators seek to demonstrate co-operative values and principles in practice and use their wide international experience of the United Kingdom and international co-operative movement to enrich the workshop experience.

*The workshops examine live issues that are relevant to your business*

### Managers – a 1 day workshop

In this event we focus on what a co-operative is; what co-operative values and principles are about and how in a difficult economic situation they are helping co-operatives to grow and prosper. It introduces the international co-operative movement to participants and looks at the breadth and depth of co-operatives across the globe. It provides managers with an opportunity to look at how they currently implement co-operative values and principles and how they can do this more effectively from tomorrow for the benefit of members, the community and employees.

## Co-operative Leaders – a 2 day workshop

This is a strategic workshop giving democratic and executive leaders in co-operatives opportunities to examine the operating environment of their co-operative and to begin an in depth exploration of how their co-operative works and how well it meets its co-operative aims and objectives. The core of the workshop examines how the co-operative puts its values into practice and how it can create business opportunities and advantages by doing this more effectively.

*“Some years ago Co-operatives Victoria recognised the need to provide adequate professional Co-operative Education in Australia, the lack of which was a major cause of de-mutualisation. We are pleased to have been responsible for introducing the Co-operative College and its services into our part of the world to help address that issue.”*

Tony O'Shea, Chair,  
Co-operatives Victoria

*Participants can return to the business ready to implement their learning and make a real difference*

## Training the Co-operative Trainer development – a 2-3 day event

This workshop aims to introduce trainers, champions, members, managers and advocates to the concept of co-operative identity and to equip them with tools to cascade a powerful co-operative message within and beyond your co-operative thus building capacity for the future. The workshop will offer participants a presentation package that can be tailored to their co-operative. This package will enable them to tell members, employees and other groups about what co-operation means and how their co-operative remains true to its co-operative roots. The participants are then able to return to work helping a wider audience to understand the uniqueness of co-operation.



## Facing the Modern Co-operative Governance Challenge

### Strategic Thinking

This two day event will enable Directors and Executive Managers of Co-operatives to better understand the purpose and processes of strategic planning and how they can plan more effectively for the future of their co-operatives.

explore the key importance of co-operative vision, mission and strategic objectives to the success of the co-operative and develop approaches to measuring their achievement.

A number of strategic tools will be used during the workshop including environmental, SWOT and SPECTRE analysis to assist participants to understand the issues associated with strategic choice, the evaluation of services and the implementation of strategy at individual business unit level.

Using a Balanced Scorecard approach based on the work of Kaplan and Norton the workshops will define Strategy and the different levels of strategy within a business; address the difference between strategy and tactics, providing an outline for the process of strategic planning. Participants will

### Effective Co-operative Governance

This workshop will ensure that co-operative directors have a thorough strategic understanding of their roles and responsibilities in line with ILO 193 national law, codes on Corporate Governance and the Corporate Governance Codes of Best Practice and can work effectively with members and managers to ensure that they have the level of skills, competencies and knowledge necessary to be an effective board.

This workshop offers participants the opportunity to discuss their role as a director, to address governance and governance codes in detail and to ensure that they have a clear understanding of governance issues. The roles and responsibilities of directors in promoting effective corporate governance and an awareness of the standards and behaviours expected of a co-operative director will be the foundation of the event.

### Board Skills Audit

Over the last 10 years a series of reports on corporate governance have been very clear in their recommendations for improving board performance, governance and appraisal. For example:

*"The Board should undertake a formal and rigorous annual evaluation of its own performance and that of its committees and individual directors. The Board should have in place an effective means of appraising its own performance and that of its individual directors."*

#### **The UK Co-operative Movement Code of Corporate Governance**

Moreover, many codes recommend, that as part of the openness and transparency of the governance of an organisation, that Boards should report annually on how that performance appraisal process has been conducted. The Co-operative College Board Skills Audit process is intended primarily as a

developmental tool to enable Boards to:

- Understand their relative performance strengths and weaknesses as a Board.
- Be clear about what will be required to enhance their strengths and minimise their weaknesses.
- Produce relevant Board development plans.
- Undertake related development activity.

The Co-operative College Board Skills Audit process has been in place and widely used by consumers since 2003. It is tried and tested and has proved an invaluable process for Boards in identifying skill gaps and in deciding how these gaps were to be filled. The process and the questionnaire to support it have evolved over time to include additional questions on Board effectiveness. These too have provided useful information for Board development purposes. The Audit content and framework has been reviewed and amended again in 2010 to bring it fully into line with updates and new codes.

**"Our Board undertook a workshop on Effective Co-operative Governance. This was a fast-moving and comprehensive interactive training day which led to numerous in-depth discussions on a wide range of topics around our roles as Directors. All participants found the day rewarding and helpful."**

Robin Brown, Chair,  
Foodstuffs South Island



## Co-operative Directors of the Future

This workshop aims to assist those considering greater involvement with their co-operative, and possibly standing for election to better understand the breadth and depth of the role of a non-executive director in a co-operative. It also aims to explore ways in which the individual can make the director's role rewarding, meaningful and purposeful for the co-operative, the community and themselves.

During this one day event participants will be introduced to key information about co-operatives and the extensive roles and responsibilities of a director. The importance of co-operative values and principles as the cornerstone for decision-making will be discussed and linked to the behaviours and codes of conduct available to co-operative directors to assist them in their work. The workshop will also explore the nature of consensus decision making and strategic planning in co-operatives.

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## Distance Learning

The College has developed a range of Distance Learning modules to support both new and experienced directors in understanding their role. These include:

- Applying our values and principles.
- Developing an engaged membership.
- Fulfilling our governance role.
- Understanding management information.
- Strategic planning.

Further modules are currently under development.

*Participants will explore the key importance of co-operative vision, mission and strategic objectives to the success of the co-operative*

## Partners and clients

### International

International Labor Organisation  
International Co-operative Alliance  
World Bank

### Australia

Blue Mountains Cooperative  
Capricorn Society  
Challenge Dairy Co-operative  
Clarence River Fishermen's Co-operative  
Co-operative Bulk Handling  
Co-operatives Victoria  
Co-operative Federation of New South Wales  
Co-operatives WA  
Geraldton Fishermen's Co-operative  
Macleay Regional Co-operative  
MECU  
Murray Goulburn  
SQP  
WAMMCO

### Africa

Kuapa Kokoo, Ghana  
Government of KwaZulu Natal  
African Co-operative Colleges

### Europe

European Union  
SEF, Italy  
As,For.In, Italy  
Co-operative Federation, Trentino, Italy

### New Zealand

Fonterra Co-operative Group  
Foodstuffs South Island  
New Zealand Cooperatives Association  
The Co-operative Bank

### North America

National Rural Electric Cooperative Association  
University of Victoria – Co-operative Learning Centre

### United Kingdom

Department for International Development  
Co-operatives UK  
Department for Education and Skills  
Co-operative Party

### Consumer Co-operatives

The Co-operative Group  
Midlands Co-operative  
Midcounties Co-operative  
Anglia Co-operative  
Lincolnshire Co-operative  
East of England Co-operative  
The Phone Co-op

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*“What will be learnt could possibly be life changing for individuals and will certainly be powerful for any board wishing to ensure purposeful and effective governance.”*

Colin Heavyside, Chairman, Capricorn